1.Introduction

Research on organizational ethics and values is not a recent one, but it has been studied extensively by many for many years. However, in recent time with the rise of globalization and industrialization the importance of culture with respect to the organizational ethics and values has again gained its strength. All across the globe every industry is trying its best to expand themselves, to gain more profit, to reach every part of the world which makes them take all the necessary steps to be the best and are working towards increasing their associations world-wide. With this wave of change many organizations are trying to improve their strategies to stay on top as a result of which more work pressures and a lot of stress has been experienced by the employees. However at the same time the companies are also trying their best to hold on to their employees using many means. A lot of emphasis is also now given to the Information Technology (IT) sector to help them compete as a result of this the IT professionals are also experiencing long work hours, work shifts and lot of work family conflicts which eventually impacts their health increasing their stress levels and in turn affecting various other aspects of their lives.

The competitive nature of globalization has also led the organizations to maintain their standards to the best in the industry. Various studies have also found that when an employee is given a positive environment they tend to perform better. The organizations working culture with respect to its values and ethics act as a motivating factor for many employees. It also acts as a predictor of citizenship behavior among such employees. IT industry also deals with such environment where there are long working hours, employees spending a lot of time away from home and family, no proper eating habits which can have a lot of negative consequences on their personal as well as professional life. With the changing trends in IT workforce, a lot of women are also entering the IT sector and so also the perception towards

gender differences in terms of work life balance, stress and motivation to continue in the same organization that is organizational citizenship behaviour.

Ethical values of organizations have been considered as important for attracting potential employees and retaining existing employees in the organization. According to Hunt, Wood & Chonko (1989) ethical values a combination of the individual ethical values of managers and both the formal and the informal policies on ethics of the organization. In the current study four aspects of ethical values are examined: gender equality, the opportunity to combine work and family, social responsibility and organizational justice.

This study was an attempt to gain more insights in to the field of Information Technology and understand the various factors that drives the employees to still continue with such demanding work in their respective organizations. Also it was an effort to explore the area of work-life balance as well as work-family conflict among these professionals. As the work culture has been changing, demanding more and more from each one of them, it becomes necessary to know how these individuals who are burdened by the demands are coping. It is also of importance to know whether in such time consuming life will they take some timeout and do something of addition. Helping other co-workers, being little more responsible toward their organizations, and a feeling of belongingness is the other variables of concern in relation to IT sector.

When various other literature and studies were reviewed it has given a better picture of this demanding field.

1.1. Information Technology Industry in India: The current scenario

The Indian Information Technology (IT) industry is projected to grow nearly 8% in Financial Year (FY) 2017– from USD 143 billion in FY2016 to USD 154 billion, an addition of over USD 11 billion. The total share in overall service exports was estimated at >49% and the industry's contribution relative to India's GDP was >7.7%. It was expected that the industry will employ more than 3.9 million people more than the employment done in FY2016. IT services segment has a 52% share, followed by Business Process Management (BPM) and ER&D and packaged software (19% each) and hardware (9%).The industry comprises 16,000+ firms that offer the complete range of services. With a presence of over 4,750 start-ups –India is the 3rd largest start-up ecosystem in the world (Strategic Review, National Association of Software and Services Company (NASSCOM), 2017).

According to NASSCOM (2014), it has been seen that the Indian IT-BPO industry has contributed immensely to India's progress. India has been able to achieve this success by bringing about constant changes and transformation in itself in a very short span of time. When 136 organizations in India were surveyed they found that the perceptions of the employees in the top IT-BPM organizations led to conclude six areas that attracted and retained the employees. They were fair evaluation of performance, career growth, egalitarian treatment, management walking the talk, fun at work and lastly talent acquisition. The responses show that the best industry in this sector are the ones that have brought changes in their structure that separates them from the rest and make them attractive workplaces (NASSCOM, 2015).

In its 30 years of development Indian IT sector has contributed much more than any other sector within a short period of time. NASSCOM has conducted an intense study to understand the contributions by IT-BPO sector in the growth of the nation. The study showed

that the industry has made a lasting, sustainable, and multi-fold addition to the country's economy in the last few years. According to the study the industry has kept itself abreast about the global market's needs & demands, which has helped the nation to become an important IT hub; a sourcing destination for IT-BPO products and services that emphasize on trust, cost-effectiveness and good quality. The sector has not only empowered regional development but also empowered the country's diverse human resource and put India on a global map. Indian IT-BPO sector has expanded itself globally, covering 52 nations, 200 cities and 400 delivery centres across the world. 10 companies are listed in overseas stock exchanges and the entire sector addresses the needs of 400 Fortune 500 customers (NASSCOM, Newsletter)

India's technology and Business Process Management (BPM) sector also including Hardware is assumed to have generated around US$146 billion in revenue during the Financial Year2015 as compared to the US $118 in the FY 14, which implies a growth rate of 23.72%. IT sector's contribution to India's GDP rose to approximately 9.5 in the FY15 from 1.2% in FY98, Wheeler (India Brand Equity Foundation, 2016). IT/ITES (IT enabled services) industry got tremendous boost in the past decade due to factors like liberalization and globalization of the Indian economy coupled with favourable government policies (Bhatt & Verma, 2008).The software boom in India started around in the late 1900s. Software professionals got an opportunity to exhibit their talents and skills in solving the millennium problem, which required a lot of data entry. The same issue helped in creating a number of lucrative jobs for the Indian software professionals. Excellent co-operation between the government of India and the Industry has led to the successful growth of the Information Technology in India (Mahato, 2012). The Indian IT industry has been found to be growing exponentially in the past 15 years and has become an economically significant one. IT services alone account for more than half of the software and services exports in the industry,

and is the fastest growing segment of the sector at 18%. The IT industry has had a major role in contributing to the Indian economy; it has contributed immensely towards employment generation and has led the industry to be dominant player in the global outsourcing sector. Along with this the development of technology supported by a better high speed communication links has narrowed the gaps of communication by bridging the temporal and spatial boundaries and allowing the growth of the Indian IT industry. Such changes have given way to a lot of job openings to the budding IT professionals in India (Bhattacharya & Ghosh, 2012). Growing global demand due to these changes, this sector brought a new work environment and changes in the employment trends like observing to strict behaviors in terms of achieving the targets set by their customers, working in different time zones, interdependency in teams, multitasking, increased interaction with offshore clients and extended work hours. IT/ITES professionals are constantly under pressure to deliver the services efficiently as well as to remain cost effective. Such changes in the work culture and environment lead to high stress in the professionals. Organizations' have started recognizing high stress as a worthy area to address growing attrition rate prevalent in this sector.

1.1.1 Gender and IT

A lot of change has come in the past few decades in respect to the contribution of women in the workforce. Overall the scenario may not be that appealing but definitely change is something that has been observed. It has been seen that the total participation of women in the urban workforce was 14.7% in 2011-12, at the same time 13.4% of Indian working women have a regular salaried job compared to 21.2% working men in the age range of 15-59 years. However the condition differs when comparison is made between the entry levels to that at the executive level, the number of women at the highest level drops

As it is seen in the figure above it can be concluded that women even though are recruited at a larger rate at the entry level the number gradually and drastically reduces at the top management level. It was also noticed that majority of women were graduates with many holding degrees in Engineering and Technology which indicates that they have undertaken formal professional education and that they were equal to men in terms of their eligibility (NASSCOM,2017). It has been found that the major reasons for women not reaching on the top level even when the organizations want them is the balancing act, it was observed that there was an invisible cliff in movement from low to mid management where the organizations lose a large proportion of women, which usually coincided with women having the 1st or 2nd child. 1-2 years after having a child are very challenging when many women find it difficult to balance their multiple responsibilities at work and home, and thus lose career momentum. (Seth, NASSCOM). As a result of this even if the women do come back they find it difficult to cope up with the work and home demands. There are many potential barriers for woman working in the corporate sectors which may be internal or external; internal being linked to limited aspiration, formal education, limited training dual responsibilities whereas external factors are related to organizations structure, organizational behavior, stereotypes, bias and so on. Many of the blocks in their career path and also due to social pressures imposed on them either by society or by the family (Singh, 2015). In another survey done of 55 firms in India it was seen that IT companies were facing a significant

problem in retaining women employees following maternity leave and were concerned about the levels of women not returning to work. This also overall impacted their career progression where it was noticed that men and women started their careers almost at the same time, ages but ultimately women progressed little slowly than men (NASSCOM, 2017).

However even with such being the case there are many organizations that are making efforts to overcome such hurdles and help increase the number of women in industry. Many organizations have realized the need for having women at different levels as it brings creativity and different perspectives to the board room. There are many organizations in India that are working towards Gender Inclusivity by adopting and implementing policies and practices that foster inclusion, which are regularly recognized and appreciated (NASSCOM, 2014). Even with the rapid development of India, the overall picture of women in Industry shows a very gloomy picture. According to the ILO (2011-12), while 62.8 percent of women which is a majority were employed in the agriculture sector, only 20 percent were employed in industry and 17 percent in the services sectors (Surie, 2016. The Asia Foundation). Reports also indicate that women are accelerating slowly into managerial positions that account for higher share of promotion, and also have seen a shift from traditional support roles to taking up more roles in the core business operations; they are also achieving heights in their future growth through added focus on training and development (NASSCOM, 2016).

1.2. Organizational Ethics and Values

A study conducted on 41,343 employees, reports that a friendly and welcoming work environment, non-discrimination, availability of resources and a safe working environment are the key strengths of India's IT-BPM sector. However, low perception on fairness in performance evaluations, inadequate equity in pay and profit sharing, need for unique benefits, perception on management walking the talk and inadequate opportunities for involvement in

decisions and the need for more demonstrated caring were found to be some of the key areas of improvement for IT-BPM organizations in India (NASSCOM 2017). According to Hassan (2002), organizational values are considered to be beliefs and approach that is inherent which signifies the shared knowledge of the rules and criteria's about the expected and acceptable behaviors within the organization (Biswas, Allard, Pousette, & Harenstam, 2017). Values are found to be enduring ones, as well as a healthy and a progressive organization is one that has a combination of the values promoted by the organizations and the behaviour showed by the employees (Seevers, 2000). Kenny (1994) drew a comparison between the community and organizations stating that as the previous one has a values system so does the latter one too, similarly, according to Andolšek (1995) the organizations value system is also a result of the individuals values that they used to create their organizations' culture. Svetlik (2000) on the other hand believes that these values are forced down from one generation to other and was found to have a positive influence on the motivating the employees to perform (Gorenak & Košir, 2012).

Values are considered to be long-lasting beliefs one has regarding what factors are considered to be important in different situations or conditions. They are ways of evaluating the criteria that help in defining the rights and wrongs, good or bad. Values are found to dictate our lives, our choices and desires that form the major part of one's' life (McShane & Glinow, 2003).Whereas; ethics is a belief as to whether a given action is right or wrong. The word Ethics is derived from the Greek word "Ethos" which means a person's fundamental orientation toward life. The term Ethics has three implications (a) Ethics is an individual concept, (b) The Ethical behavior varies from person to person, (c) Ethics normally relates to behavior that is within the confines of socially accepted norms.

Managerial Ethics refers to the moral standards used to govern manager's behavior and to determine right or wrong. Ethical behaviors are the acts consistent with the moral standards or

codes of conduct established by the society. The key terms of Ethical language are values, rights, duties, and rules. Values are relatively permanent drives that seem to be good in them (Gupta, 2011).

Importance of Values and Ethics is found to influence each aspect in ones' careers too. In the areas of globalization; with the development and expansion of the organizations across the globe, values come in the forefront and help in bringing about effective changes as well as challenges in the organizations. This may lead to conflicts at both the employee as well as management levels wherein the employees would feel conflict between their values with that of the organizations and the management tries to find ways to bring the people from varied background in terms of cultures, values and morals that they come from.

In the organizations, their culture is one that is deeply rooted social control that helps the employees to shape their behaviour and modify them according to the organizations' values and belief system that will lead to the organizations progress (McShane & Glinow, 2003).

1.2.1.Need for Ethics in Business

Ethics is seen as the learning of the ethical ideologies. Ethical considerations are as important in management as in any other occupation. The social dimension of business ethics cannot be overlooked because many problems arise from the relationship of business to a broader society. Modern society being an industrial society business values become the values of the society as a whole (Gupta, 2011).

According to Spence (1985) work place values are related to the way people feel about their work as well as according to England (1967) it's the way people behave in their jobs. On the other hand Lusk & Oliver (1974), believed that individuals establish relatively stable values through life experiences and that organizational socialization is unlikely to alter the

basic value structure one brings to the organization (Natarajan & Nagar, 2011). England (1967) also suggested that values can be thought of as preferences or need for particular outcomes or states, which Katz (1973) confirmed by suggesting that occupational choices could be viewed as preferences for settings that allow or encourage expression of particular values or value system (Natarajan & Nagar, 2011).

A value is an explicit or implicit conception that defines what an individual or group regards as desirable. Corporate values imply what a company believes in and stands for; values may differ from one company to another. Values are important because these reveal what is really important to an organization or manager corporate values that determine to a great extent the ethical behavior of the company and thus influence an employee's perception of their organization. This perception which tends to influence their organizational behavior in terms of continuing their work with the same organization, job satisfaction, organizational citizenship behavior.

To recruit and keep competent employees and managers, an increasing number of private and public organizations work with employer branding. Employer branding is a relatively new concept that shows how a workplace attracts, but also motivates and keep potential and existing employees (Backhaus & Tikoo, 2004, Lievens, Van Hoye, &Anseel, 2007). Based on the ethical values, the present study will contribute with knowledge on the new phenomenon, employer branding, by having a critical, theoretical and empirical perspective on how to attract and to keep already employed managers.

Early theories focused on the importance of person environment fit in terms of matching individual needs & environmental press. According to Murray (1983); Hall &Undzey (1970), needs represent the determinants of behavior in individuals & can be inferred from observed patterns of behavior, attention to specific stimuli, or satisfaction or

dissatisfaction with particular outcomes. However, Press indicates what an object or environment can do for individual to facilitate or hinder the fulfilment of the internalized needs or the accomplishment of goals (Natarajan& Nagar, 2011).

It also has been observed in many researches that the individual choices of the organization are also influenced by their values. Meglino, Ravlin, & Adkins (1989), found that if the match is made between individual values & that of the organization then they are likely to make their job choices in order to maximize their anticipated effects. According to Liedtka (1989) Organizational values are the principles that guides the organizational behaviour (Paarlberg & Perry, 2007).

Ethical values are aspects of the organizations' culture and are therefore all important for already employed IT professionals' perception of the employer's attraction. Ethical values are many but as it is not possible to study all of them, for the purpose of the current study, the following four values were considered that may prove to be beneficial and influential in workplace performance of individuals.

Considering the presence of many values, it was not possible to study all of them, and hence for this particular research only following four ethical values have been considered that may be influential in workplace performance of the individuals.

Gender Equality –it is important that organizations work for gender equality if the organizations are interested in recruiting and keeping their employees. Even though equality plans exists in organizations, it is not assured that gender equality is highly valued in practice. Sometimes, policies and equality plans have been developed even though the values have not been grounded in the organizational culture.

Opportunity to combine work and family/personal life -in Sweden the combining of work and family/personal life is a gender equality issue as both general gender equality and employers' obligation to facilitate employees combination of work and family is regulated under the Discrimination act. According to this act, employers in Sweden have to facilitate mothers' and fathers' efforts to combine work and family. Despite the Discrimination act, organizations have been found differ in their attitudes towards employees' combination of work and family/personal life (Allard, 2007).

Corporate Social Responsibility -in work organizations the managers' who take a corporate social responsibility create policies, make decisions' and follow strategic plans that includes where the employer actually do more than what is needed according to the legislation, (Hemingway &Maclagan, 2004). The responsibility should be motivated by an interest for the employees instead of an economic incitement (Grosser & Moon, 2005).

Organizational Justice -concerns norms and rules about rewards, decision making, and how managers' treat their employees. The perception of what is fair or non-fair is culturally different. There is a need for research that examines organizational justice from a gender perspective (Lilly &Virick, 2006; Simson & Kaminski, 2007; as cited in Biswas, Allard, Pousette, & Harenstam, 2017).

The above values have been studied independently previously and has been found to have a positive influence on the workplace behaviour of the employees as well as improving the overall image of the organization.

1.3. Opportunity to Balance Work and Family

The previous researches have studied the area of work and family and called it as work-life balance. The purpose of the current study being to understand from the employees

whether their organization is providing them with that opportunity or no and hence in the current context work-life balance has been studied as *opportunity to balance work and family*.

It has been seen that having a work life balance will increase effectiveness at work as well as smooth functioning of different aspects of life , it also leads to better performance when individual is able to divide their time successfully between their work and personal life (Bharathi, Mala & Bhattacharya, 2015) . The work-leisure dichotomy was invented in the mid-1800s. Work –life balance as a concept was initially used in the United Kingdom during the late 1970s to define the balance between an individual's work and personal life (Vyas, Sajjan, & Hanji, 2015). Work life balance as a concept and area of research emerged when there was an increase in the women in workforce which brought into light the concept of woman workforce and dual career families, stress and work family conflicts. However there are a few researches which emphasizes on the relevance of including not only individuals who are married and with children, elder care, but also those individuals who are not married too. It is believed that work life balance is all encompassing and a broader term (Shankar & Bhatnagar, 2010).

There are various reasons why an individual would want balance in their lives, which may differ from individual to individual and in different situations of their lives. The meaning of balance may also differ from wanting time with family, to meet their responsibilities of their children, partners and parents as well as some time for their leisure activities. In recent times the workplace has undergone a lot of changes which has made it very complex, the structure has renewed in terms of multiple careers, nature of job, opportunities and so on. Such an environment makes it difficult for individual to survive if they are not flexible, adaptable and have skills (Verma & Shah, 2014). In a survey that was conducted on work-life balance found that high levels of employee satisfaction and a significant increase in flexibility at work and also that majority of the employees were satisfied with their jobs. The

reason for their satisfaction was the opportunity of flexible work hours, reduced work hours and flexi-time. In the same survey when the employees were asked about the work-life balance policies they reported that the organization had the arrangement that they could avail such facility of one flexible working arrangement if they needed (Hooker, Neathey, Casebourne, and Munro, 2007; 2011).Similarly WLB can also be understood in terms of three perspectives. One which is organizational perspective, is where the organization takes a lead role to help employee maintain their work-life balance& tackle various work related issues; second is the individual perspectives, it is the individuals efforts to maintain balance at work by consciously working towards it and thirdly it considers individuals as a family member working towards providing better life to its members (Saima & Zohair, 2016).

There are many different understandings of work life balance. Many researchers however conclude that there is a very unclear boundary between work and life that has emerged from the gender division of labor which has rendered the concept its narrow focus however this balance is equally important for both the genders who are stressed out with work as well as family responsibility (Ransome, 2007; Kossek & Ozeki, 1998 as cited in Shankar & Bhatnagar, 2010).

According to Boswell and Olson-Buchanan there has been a new trend in the workplace as a result of innovations in technology. With more and more better and affordable technologies the employees are able to keep contact with their work. The use of emails, computers, and cell phones at work can be carried out beyond the physical boundaries of their workplace. Researchers have believed that when employees consider their work roles as an important component of their identities they tend to apply these newer technologies in their work field while they are in their personal sphere (as cited in Karuppasamy, &Viswanath, 2014).

Some theorists suggest that this blurred boundary of work and life is a result of technological control. In other words, companies use email and distribute smart phones to enable and encourage their employees to stay connected to the business even when they are not in the office. This type of control, as Barker argues, replaces the more direct, authoritarian control, or simple control, such as managers and bosses. As a result, communication technologies in the temporal and structural aspects of work have changed, defining a "new workplace" in which employees are more connected to the jobs beyond the boundaries of the traditional workday and workplace. The more this boundary is blurred, the higher work-to-life conflict is self-reported by employees.

1.3.1.Theories of Work-Life Balance

Many theories have helped to explain the concept of work-life balance in depth. The early theories emerged around the 1900s during the World War II, when the industrial revolution started and brought about a lot of changes in the society.

Structural Functionalism Theory

One of the important theory in the field of sociology that became a very dominant view of the work and family theories. This theory dates back to the early 20th C, the time of industrial revolution that started and led to the separation of the economic work life from the family life of the people. The increase in the industries and the development of technology contributed to the demarcation of work from family life, and at the same time the emergence of World War also added to the factors contributing to the changes in the established social roles of men and women. The war needing the men in the army, forced the women to step out of their homemaker role and take up jobs and join the workforce. Structural Functionalism as a theory postulates that every individuals' life is separated into two sides; one that is related to work which is referred to as productive life and the other what is referred to as the

emotional life which is related to the home front and everything related to that (Lavassani & Movahedi, 2014). The theory believes in the radical separation and the fundamental parting between work and family (Vijaya Kumar &Janakiram, 2017).

Segmentation Model

This model is also found to have emerged around the same time of the industrial revolution. This view is based on the theory of work and family by Blood and Wolfe (1960), which assumes that both the work and family do not affect each other as they are separate and independent from each other (Lavassani & Movahedi, 2014). Industrial revolution made the work sphere and the personal life aspects essentially different in terms of space, time and functions (Vijaya Kumar &Janakiram, 2017).

Compensation Model

The compensation theory was found around the 1960s when many researchers started questioning the dominance of the earlier theories of work and family that emphasized on the social environment and the issues pertaining to them. Piotrkowski (1979) established another view of understanding work and family was called as the compensation view. According to Staines (1980) the theory states that there is an inverse relationship between work and family such that both the experiences are in contrast to each other (Lavassani & Movehedi, 2014; Zedeck, 1987). Compensation model defines the behaviour of an individual who makes an effort to defying negative experiences in one area by increasing efforts for positive experiences in other areas of life. According to Lambert (1998) the theory perceives the employee as an individual who is looking out for more satisfaction from either the work or personal lives due to dissatisfaction in the other (Lavassani &Movehedi, 2014).

Compensation theory is also understood in two ways called the supplemental & reactive compensation. They are the separations of the theory the emerged during the 1980s. The supplemental compensation occurs when the individual who is dissatisfied from one role shifts to gain more fulfilling experiences from a satisfying role, whereas reactive compensation occurs when an individual has undesirable experiences at work and compensates it by engaging in desirable experiences in non-work domain (Zedeck, 1987). This view states that work and family are independent entities wherein the individual makes the choice of excelling in one domain whereas alleviating the other domain (Goldsmith, 2007 as cited in Lavassani & Movehedi, 2014).

Spill-over Theory

This theory states that there is a similarity in what happens in one domain and what happens in the other. It is considered a positive approach to understanding work-life balance (Staines, 1980). According to Hart (1999), spill over is a process through which an individuals' experiences in one domain affect the experiences in the other (Lavassani & Movehedi, 2014). There are two types of spill over; positive or negative. It is related to the spreading of the life states of well-being from state to another (Lakshmipriya & Ramakrishna, 2016). Positive spill over refers to the fact that positive outcomes and accomplishments in one domain may bring the same satisfaction and experiences in the other domain. Similarly, negative spill over refers to the fact that difficulties and problems in one domain may lead to the experience of negative emotions and may also get transferred to the other domain (Xu, 2009). According to Westman (2002) crossover theory on the other hand involves the transmission across individuals whereby the demands and their consequent strain cross over between closely related persons (Lakshmipriya & Ramakrishna, 2016). Spill over is intra-individual whereas cross over is considered to be dyadic, inter-individual transmission of stress as well as strain (Westman, 2001). It was also proposed by Westman (2001) that as the

negative experiences of the individual gets transmitted to feeling of negative emotions by the others similarly positive feelings following positive job events may also lead to the partner experiencing positive emotions. Thus, Westman (2001) suggested the widening of the meaning of cross over to include positive emotions too.

Border Theory

Clark (2000) proposed a different perspective explaining the work-family domain called as the Border Theory. The theory states that the primary contact between work and family was not only emotional but was also more human. According to this theory individuals are daily crossing the boundaries making transitions between their two worlds. The main proposition of the theory is that work and family constitute different domains but one that influence each other. Border theory hypothesizes work and family as two different but interactive, environments that people have associated with in terms of different guidelines, emotions, values, thought processes and their behaviour (Karassvidou & Glaveli, 2014). How much and how many times the individual crosses over the boundaries between their personal and work life have an impact on their level of integration and also determines the ease of transitions between these domains and the conflicts associated with it as they are closely related (Vijaya Kumar &Janakiram, 2017). Clark (2000), put forward the explanation of how individuals define borders and how do they cross over and manage them. There are three types of borders, physical, temporal and psychological. Physical borders are the actual physical demarcation that separates the work from the other domain, for eg. They can be the walls of the workplace or home, it tells one about the domain specific behaviour, when it ends and starts. Temporal borders on the other hand guide the individual about when the work is done from and when the personal lives responsibilities are taken over from. Psychological borders on the other hand are the rules developed by the individuals themselves which guides appropriate thinking, emotions and behaviour that are relevant to

the domain (Clark, 2000). These different types of borders are also affected by their permeability and flexibility, the boundaries that are flexible usually facilitate assimilation between work and home domain. Permeations can also be psychological wherein, spill overs from one domain to other can be seen, like an individual experiencing negative emotions at work may carry it forward to home and vice versa. Similarly flexibility is another quality of the borders, it is the degree to which the borders may expand or contract, depending upon the requirements of domains (Hall & Richter, 1998 as cited in Clark, 2000).

The domains that are integrated, transition in them becomes easier, and may lead to work- family conflict; on the other hand, when these domains are segmented or separated then the same transition takes more effort and reduced work-family conflict is seen (Bellavia & Frone, 2005 as cited in Vijaya Kumar & Janakiram, 2017). The more the permeability and flexibility the more is the blending that takes place (Clark, 2000).

It has been observed in the recent past that the number of women in the workforce has increased in the past few decades. As a result of this the employees especially the women, would prefer that their organizations also provide with some opportunities to balance work and family. Even the young employees prefer workplaces where they provide added benefits in the form of flexible working hours, work from home for their employee. These benefits are considered as a value by them and hence would follow it.

The above mentioned theories have brought out the core reasons that helps us to understand the concept of opportunity to balance work & life or in simple words, work-life balance. Each of the theory gives a different perspective on understanding the emergence and importance of work-life balance. There has been a steady increase in the number of women participation in the IT sector and therefore, it becomes important for the organizations to provide them with the opportunity to balance work and family life.

1.4. Gender Equality

Gender equality is when men and women both enjoy the same rights and opportunities across all sectors of society, including economic participation, and decision-making, and when the different behaviours, aspirations and needs of women and men are equally valued and favoured. Similar concept leading to equality is that of equal opportunity to men and women which states that there is absence of barriers to economic, social and political participation on the grounds of sex and gender and other characteristics(Gender Equality,).

However, according to the *Global Gender Gap Report* (2017) it was seen that India has slipped down to 108th position in the global ranking in gender gap in the year 2017 from 87th position in 2016. The report stated that in spite of women's increased participation in the workforce, there has not been any substantial decrease in the gap. Most of the organizations preferred hiring men over women at the same time, it was seen that women lacked the technical skill and knowledge and less accessibility to the job. Most of the women also failed to return to work after child birth. The report also found that women were majorly missing from the leadership and management roles (World Economic Forum, 2017). Irrespective of these figures organizations are making efforts to improve women participation in Indian organizations.

Educated women participating in the work force in India is slowly and gradually increasing. They are holding positions in diverse sectors like technology, manufacturing, health etc. with the dual careers Indian employee's find it difficult to balance both home and work. To add to this difficulty is the Indian value system that is patriarchal and puts pressure on women on the women to first fulfil duties towards family before going for work (Bharat 2003; Rout, Lewis and Kagan, 1999, as cited in Buddhapriya, 2005).

According to gender equality survey conducted indicated that there was a significant reduction in gender inequality in workplaces. Women were found to be an equal to men in terms of leadership qualities and management. The results of the survey also highlights that 41 % women felt that gender was not at all important consideration for promotions. More than majority (67%) indicated that men and women in their organizations had equal opportunities where as 76% felt they had equal opportunities for career advancement. All in all the overall results does show a substantial growth in gender equality at workplace (Nigam, Career Builder India, 2017). Thévenon and Horko (2009) studied the women participation in workforce in the European countries and found that the disparities in the men and women participation has been reduced from 1992-2005 but at the same time they found that proportion of women without childless had increased in these countries.

A recent research has found some positive outcomes that shows maximum women participation is found in rural India as compared to urban cities; a marginal increase in the number of women participation rate from 13.4% in 2005-2005 to 16.2% in 2015-2016 as well as women now earn 57% of what their male colleagues would earn in the same work indicating that the gender pay wage gap is reducing in the country. However, the picture is not too good as the overall labour participation rate for women was found to have fallen from 37% (2004-2005) to 28% (2016). Results also showed that only 7.7% of board seats & just 2.7% of board chairs are held by women. The study also highlighted that 54% of companies listed on Bombay Stock Exchange 100 had no women on board of directors (Catalyst, 2017). Two reasons have identified why women participation was less in the countries with maximum labour market participation, one where the number of women in the top management was related to the size of the team. When there was more members in the team the likelihood of a presence of women was more and second, the cost associated with long

terms of maternity leaves and benefits, childcare facilities that may act as deterrent to the organizations that were small to employ women at top levels (Vinnicombe,2000).

1.5. Corporate Social Responsibility

Stake holder welfare has become one of the important concerns in humanizing and democratizing the process of administration. This has led to the emergence of the concept of *Corporate Social Responsibility* (CSR). Early definitions have considered CSR similar to voluntarily going ahead and helping others and doing philanthropic work. According to Lee (2008), who points out the change in the understanding of the concept of CSR from being something related to ethics and social responsibility to enlightenment of self- interest. According to Carroll (1999), the term CSR means, the stakeholders that the organizations should consider (Mishra &Suar, 2010).

Most of the understanding on stakeholder comes from seminal work done by Freeman (1984) and Donaldson & Preston (1995), according to which the groups and individuals have the capacity to influence and affect the organization in some way; whereas Donaldson & Preston (1995) proposed three part classification viz. Descriptive, Instrumental and Normative. The first classification postulates that which stakeholder will be playing an important role and why; and how does the organization handles them, instrumental on the other hand explains the outcomes as a result of the managerial actions, where the stakeholder management is important to promote financial objectives whereas, the normative one promotes modest morality from the managers (Jawahar and Mclaughlin, 2001; Garriga & Melé, 2004; & Evan & Freeman, 1983; & Freeman, 1994; as cited in Mishra & Suar, 2010).

India has emerged as a mixed economy comprising of public as well as private sector at slow and steady rate. However, around 1991, which was the period of reformations. Three areas of reformation were namely due to Liberalization, Globalization and Privatization

(Dutta & Chatterjee, 2010). These reforms have brought a lot of changes in the form of expansions in the new and already existing private enterprises, growth of exports, IT and manufacturing industries like drugs and engineering goods.

The field of CSR has evolved in a steady pace changing the way businesses functioned. It involves the organizations endorsing, participating and initiating social programmes for dealing with the social issues and concerns that impact the society at large. Carroll (1999) reviewed a number of definitions explaining the concept of CSR, that referred to all the policies and values that are seen through the decisions taken that affect the society which included the employer and the employees as the stakeholders. However this early definitions didn't involve all the stakeholders. It has been seen that the act of businesses promoting positive social changes has been well received and reciprocated by the governments in major developed countries, and similar objectives are also imparted in the growing countries. CSR is considered to play a dual role of not only benefitting the society but also the organizations involved in it. It has been found to increase the levels of motivation and involvement of the employees leading to overall improvement of the organizations (Kapoor, 2015).

It is needed that businesses adapt to practices that are ethical, legal, commercially meeting the public expectations. CSR is considered to be a continuous commitment by businesses to behave ethically, contribute to economic development, improving quality of work life, their family, local community and society, build a meaningful relationship between the corporate sector and the rest of the society. The concept of CSR involves voluntary adopted behavior going beyond legal obligations, practices intrinsically connected to sustainable development & culture incorporated into core business strategies (Dutta & Chatterjee, 2010).

Some of the core components of CSR are like accountability, transparency, conforming to law, business ethics, good workplaces &labor relations practices, customers'

loyalty & satisfaction, environmental benefits & company involvement with community. CSR is now considered to be essential aspect of businesses. Its importance ranges from change in the social expectations of the customer as well as the society. To increasing affluence which can be true for developed nations. CSR reflects a lot about the company's goals, vision, mission and strategies. A lot of companies are getting into the culture of incorporating CSR into their long term planning processes. There are various identified roles that CSR plays like reducing the operating costs like recycling initiatives cut waste- disposal, higher productivity and quality wherein the improved working conditions decreases environmental impact and also the involvement of employees in decision making often leads to greater productivity and reduced rate of errors (Dutta & Chatterjee, 2010). However, the meaning of CSR differs from organizations to organizations for some they are more ethically concerned and believe in the upliftment of the society, whereas for some it may involve some ulterior motives. Majority of businesses look at CSR as an aid to their business. There was also a variety that was found in the activities that these organizations took up as their CSR ranging from empowerment, infrastructure, education and other such services (Sharma, 2011). Carroll (1996) proposed the Pyramid of Corporate Social Responsibility, explicitly addresses the concept of CSR.

Figure: Carroll (1996). The Pyramid of Corporate Social Responsibility: Towards the Moral Management of Organizational Stakeholders. Reprinted from Human Resource Management. Texts and Cases (pg. 716) by Kapoor, S. (2015). Taxmann's® Publications

1.5.1. Dimensions of Corporate Social Responsibility

The concept of CSR can also be understood in terms of the various aspects that lie under it. The various dimensions of CSR focuses on different aspects of social life like environment, health, education, rights of the individual and development of the community.

The various sectors that were studied have emphasized on the need for having a strong regulatory control over them. Some of the companies like the cement factories, mining companies were found to have violated the regulation of mining practices like the area of mining which were found to be located near the wildlife sanctuaries and forest reserves and they have led to the depletion of the underground level of water leading to water shortage. All these outcomes have made the point very clear that it is important that company adopts policies.

The Indian perspective of the concept indicates philanthropy, charity and social obligations, but in the recent past with the changing world, its definition and meanings are changing. The stakeholders and customers are now becoming more conscious about how the company is spending their hard-earned money and to what extent. CSR is a way through which the company achieves its consistency; it is about meeting the needs and demands of the society at large as well as the stakeholders. It has also been seen that companies that are involved in CSR perform extremely well on some of the financial measure. Many factors are identified that encourages companies to adopt to CSR like a tool for progress, as an opportunity to link the profits that the organizations make to helping the society grow through the means of CSR, which are contrived as an investment which gives returns (Gupta & Sharma, 2009).

Researches also suggests that for many of the organizations, CSR comprises of activities (Philanthropy, infrastructure development & empowering communities) that are decided and budgeted by the senior management, however, there are a few companies that believe in involving their staff for opinions for new initiatives, and they also held the belief that the employees and the local communities were their main stakeholders too (Sharma, 2011). This is also what the stakeholder theories also explain. According Carroll (1999), to these theories the concept of social in CSR is indicating that the organizations should consider them in their business

There are various approaches that are classified by Garriga & Melé (2004), namely instrumental theories that proposes profit making, the political theories focusing on the social empowerment of the organization, the integrative theories emphasizes on the integration of social demands in its business as society plays an important role in the progress of the organization and the ethical theories that feels that it is an ethical responsibility to engage in CSR activities. Another group of theories that focuses on connect between the business and

society. It also focuses on the power that is held in the business and states a few conceptions that it holds like corporate constitutionalism, integrative social contract theory as well as corporate citizenship. Apart from these, there is another theory that states that the organization needs to consider the needs and demands of the society at large and then incorporate them in their CSR initiatives. These are called as Integrative Theories of CSR. These theories include areas like Issue management, public responsibility, stakeholder management and corporate social performance (Nikolova & Arsic, 2017).Thus corporate social responsibility is understood as an ethical obligation towards the betterment of the community at large, quality of work-life and the families while contributing to the economic development (Biswas, Allard, Pousette, & Härenstam, 2017)

1.5.2. Theoretical Perspective of CSR

Freeman (1984) proposed that the organizations comprises of the stakeholder, who is any group or individual who can affect or is affected by the achievement of the organization's goals, they may have varied interest and they also differ in terms of their supremacy over the functioning of the organization. It is assumed that organizations can benefit if the managers building meaningful relationships with the key stakeholders. The stakeholders are classified as core stakeholders, strategic stakeholders & peripheral stakeholders (Biswas, Allard et.al, 2017). However, according to Carroll (1991) CSR is visualized as a four layered pyramid where each layer signifies the four levels of responsibilities of the corporation. Economic responsibility forms the base of the pyramid. Since the primary function of the organizations that are considered as economic is to make some amount of profit not only for self but also for the stakeholders which then maintains their interests. Legal responsibility according to Carroll (1991), forms the second layer, which indicates that each of these organizations

functions effectively while following the established norms and laws of the administrative or topographical unit where the organizations exists. Apart from this, it has been seen that in some circumstances that is inevitable in the organizations are the dealings like the business dealings which may involve uncertainty and hence, efforts are made to reduce them in the form of rules and laws, but somehow they may not be sufficient and hence the need for something more effective is felt. This need can be fulfilled by the development of some ethical and moral norms that are likely to be followed and forms the third layer of the pyramid. The apex layer comprises of what is called as the philanthropic responsibilities. This layer includes all the activities that are directed towards various social causes that can help in the overall upliftment of the society at large. It is small contributions made by the organizations for the same cause (Biswas, Allard, Pousette &Härenstam, 2017).

The Stakeholders are classified into different categories mentioned earlier. The theory states that apart from the primary stakeholders there are many others who may also be interested in the outcomes of the organizations. Also it states that the managers should play an active role and take the responsibility of their stakeholders.

CSR has gained an important role as factor contributing in building a goodwill of the organization within the society as well as it is found to improve the economic performance of the organizations. The stakeholder theories too, help in giving a better picture of how the organizations perceive the concept of social responsibility.

Thus, the overall picture that one gets is that in recent times corporate social responsibility plays a very important role in the organizations. These same organizations who are constantly involved in various business transactions and making profits find that investing in the benefits of the society has a positive impact on various factors like employee performance, branding and attracting the best employee as well as retaining them.

1.6. Organizational Justice

The term Organizational justice was coined by Greenberg (1978), in his influential paper published in a journal. The field of justice tries to understand the perceptions of fairness in the workplace. A lot of psychologist who pioneered in the area of organizational justice borrowed the understanding from the field of social psychology (Byrne & Cropanzano, 2001). According to the researchers in the justice, it can be divided into two main types that are distributive justice and procedural justice. The prior one focuses on the fairness of outcomes that one gets in a said contract, whereas procedural justice deals with the process that will ultimately lead to the said results. It is seen that both these types are important.

Trust is found to be a crucial element in the vast cover of key values in the organization. In the organizations or in general, according to Williams (2006) relationships are based on trust that we have on others. In case of organizations, a crucial component found was fairness. Only when fairness is perceived by the employees can they develop trust in the organization and so it's imperative for the organization to create that culture (as cited in Butts, n.d.)

The concept of Organizational Justice has been talked about for a long time since its inception by Wendell French who coined the term Organizational Justice in 1964, that dealt with the issues of fairness at workplace (Cropanzano, & Stein, 2009). Justice is found to be a subjective concept that highlights what the employee believes to be right or wrong rather than the objective reality or a prescribed moral way of behaviour. It also signifies the employees' sense of moral propriety of their treatment which further reflect their relationship with others as well as their employers. There are various explanations put forth that elucidates the importance of having justice (Cropanzano, Bowen, &Gilliland, 2007). The study of justice

focuses upon two major issues, one of the employees' reactions to the things they receive, which is the *outcomes* and the second is the means by which they obtain them that is the *procedures.* There can be both positive and negative outcomes and how the individual evaluates them will determine the pattern of distribution (Cropanzano& Greenberg, 1997). There are three components of organizational justice that are seen at the workplace namely *distributive justice* that deals with the allocation or outcomes that differs between employees*, procedural justice* refers to the mode through which the outcomes are distributed but it does not guarantee the outcomes *and interactional justice* or also known as interpersonal justice focuses on how one person treats the other. The person is called to be interactionally just when they share cordial relations and information with others and maintains dignity and respect.

Organizational Justice has been studied as an important organizational value since 1980s and has been studied extensively in the context of employee's work place behaviour, satisfaction and commitment (Schappe 1998; Viswesaran& Ones2002; Ghosh, Rai, Sinha, 2014; Loi, Yue&Foley, Ghosh, Rai& Sinha, 2014;2006; Lam, Schaubroeck & Aryee 2002;McFarlin, 1997).Many researchers have indicated that when the employees perceive that the organizations are equal and just towards their employees they will be motivated to continue and hence there will be reduction in turnover (Tourani, Khosravizadeh, Omrani, Sokhanvar, Kakemam & Najafi 2016; Loi, Yue& Foley 2006). The more the organizations are supportive they help to shape an implicit psychological contract between the organization and the individual which aids and enhances their work & non-work conflicts and at the same time increases the individual's sense of commitment (Rousseau 1995) whereas, Alvesson (2002) calls this a social exchange, a mutual and fair exchange, where a supportive organization is perceived as "fair" and thus enhancing the desire to reciprocate to one's employer through higher commitment (as cited in Chawla &Sondhi, 2011).

1.6.1. Theoretical Perspectives of Organizational Justice

There are various factors that led to the development of the organizational justice theories. These theories or so called waves brought in the different types of justice.

Relative Deprivation

The concept of relative deprivation can be understood as the negative feelings that comes when a person draws a comparison between their state of affairs to that which is more beneficial, or, it refers to various theories that shows how these comparisons are drawn. The whole understanding of relative deprivation research focuses on the idea that individuals anticipates or gets some rewards which they try to attach some value to by comparing it with some outcomes that are considered to be a standard, especially the one obtained by similar other. This comparison will lead to dissatisfaction if it is less than the standard. It was observed that the moral outrage and dissatisfaction was more for the consequences that were considered to be important rather than unimportant one. The researchers stated that the consequences were not considered as objectively but were subjective in nature. As the theory had its application it had its limitation also. The theory gave the understanding that justice was assumed to be associated with some focal standard, but there were no such agreements with the researches in the same, because the comparison was subjective and hence it could change as a result of presumed referent. There were arguments regarding how vast the scope of the theory was, which led to further development of the theory of justice.

Distributive Justice: Second wave

According to Deustch (1985), distributive justice is evaluation of fairness of outcomes. This type of justice has its roots in the theory proposed by Adams (1965) on inequity which was called as Equity theory. According to him, individuals make cognitive

comparisons of their inputs and outputs to that of the others inputs and outputs. The result of such type of comparisons can lead to the feeling of being either inadequately compensated or overcompensated which further will lead to overall satisfaction or dissatisfaction. Adams, also stated that if the comparisons were found to be inadequate then the individual would contribute less. It was also indicated that the individual who was overcompensated would likely feel guilty and hence would try to put in extra efforts to relieve the negative feeling (Greenberg, 1982; as cited in Bryne & Cropanzano, 2001). According to the equity theory, things are considered to be equitable when both the ratios of inputs and outputs are the same but when they are out of proportion, which will make the employees uneasy (Cropanzano, Bowen, & Gilliland, 2007).

Procedural Justice: Third Wave

Procedural justice is the perception of fairness in the processes and procedures used to make decision the regarding the outcomes. It can overshadow distributive justice, wherein the individual will be accepting of the unwanted outcomes if they believe that the processes that led to such outcomes are based on fair procedures. It is found to define certain principles that clarify and govern the roles of individuals in the decision-making process. According to the researchers a fair process is one that is applied regularly to all, without any discrimination, that is precise and representative of stakeholders which are consistent with the norms (Cropanzano et.al. 2007). Such consistent behaviour leads to better and more cooperative behaviors from the employees. It is believed that just and fair behaviour would lead to intellectual and emotional recognition, which was found to create trust and commitment that leads to intentional cooperation at work (Kim & Mauborgne, 2005; as cited in Cropanzano et.al. 2007). Many researchers believed that the main work in the field of procedural justice was done by Thibaut, Walker, Lind & LaTour (1974, 75). All these researchers have done pioneering work in the legal arena, where they published many research papers. Major

contributions were attributed to Thibaut and Walker in the area of application of procedural justice. Lind, further worked on the contributions of Thibaut and Walker, and explained that individuals perceived fairness as a result of their perception of control that they have over the processes as well as their inputs in their processes.

Simultaneously, a lot of other researchers joined in the flow of justice research. Many names are associated with distributive as well as procedural justice; while these people were completely into expanding the field of procedural justice, Bies and Moag (1986), came up with a new field of *Interactional justice*, which was defined as the perception an individual has regarding a fair interaction that he may get from his superior. It is considered to focus on the interpersonal relationship which focuses more on the communication of the procedures rather than the processes or procedures by themselves that differentiates interactional justice from procedural justice. The researchers also came up with a few aspects related to interactional justice that can influence an individual' perception of fairness like truthfulness, respect, propriety, and justification (Baldwin, 2006).

Organizational justice, has been an influencing factor in positive workplace behaviors like increasing positive job attitudes like satisfaction, commitment and engagement, also it has been found to be positively related to workplace helping behaviors, which somewhere have been linked to employees perception of well-being.

In the end, it has been observed that values have the potential to affect workplace behaviour and workplace emotions of individual employee. Workplace performance in terms of organizational citizenship behaviour and work-family conflict can be measured through workplace emotions, cognitions, and behaviors.

Among the positive organizational workplace behaviors that have been extensively studied is organizational citizenship behaviour, which was chosen as a possible outcome of

positive perception of the aforementioned values in the organizations. At the same time it is also important to study how these organizational values affect the psycho-social aspects of the individuals' personal and inter-personal behaviour. In the present study, the researcher expect that people who perceive their organizational values will experience less stress and conflict in the personal and inter-personal sphere. So to that effect, the researcher assumed that the perception of these values will affect the work-family conflict of the employee.

The following section focuses on the outcome variables that are assumed to be influenced by the organizational values.

1.7. Organizational Citizenship Behaviour

The global competition, shift in the work patterns as well as increased dependence on cross functional teams has influenced the workplaces in many ways. In such a scenario it has been noted that higher Organizational Citizenship Behavior (OCB) enhances satisfaction among the employee which further increases their productivity (Biswas &Mazumder, 2017). Organizational citizenship behavior has been studied since the late 1970s. It has been linked to overall organizational effectiveness, goal accomplishments and successes as well as it was found to facilitate managerial evaluations and reward allocations within the organizations (Allen & Rush, 1998; Podsakoff et.al, 2000, Rotundo & Sackett, 2002; as cited in Biswas &Mazumder, 2017), which has overall consequences on the workplace. However Denise Organ is considered as the father of Organization Citizenship Behavior (OCB) the concept has its origins in the work of Bernard's 1930s work who called it as *extra role behavior* which was later taken up by Katz & Kahn (1966) and called as *supra-role behavior*. They further came up with the word *citizenship* that symbolized the employees that showed these extra role behaviors (Biswas &Mazumder, 2017). Organ later expanded upon Katz's (1964) original work and defined Citizenship behavior as *individual behavior that is discretionary,*

not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization(Kernodle& Noble, 2013). His definition includes three parts that are central to the construct, first, OCB are thought of as discretionary behaviors, which are not part of the job description and are performed by the employee as a result of personal choice. Second, OCBs go above and beyond that which is an enforceable requirement of the job description. Finally, OCBs contribute positively to overall organizational effectiveness (Valliappan & Revathi, 2015). Whereas it is also those *behavior that goes beyond the basic requirements of the job, is to a large extent discretionary, and is of benefit to the organization* (Lambert, 2006). Lee and Allen (2002) on the other hand states that, organizational citizenship behavior is employee behaviors that, although not critical to the task or job, serves to facilitate organizational functioning. OCB has also been defined in a number of different ways by Brief (1986) & Motowildo (1986, 2000) like prosocial organizational behavior and contextual performance (as cited in Kark & Waismel-Manor, 2005).

The construct of Organizational Citizenship Behavior is considered to be multidimensional. Smith, Organ and Near (1983) first proposed two dimensions: *Altruism and general compliance*, which serve to improve organizational effectiveness in different ways. Later Organ (1988) deconstructed the dimension of general compliance and added additional dimension of Citizenship behavior. This resulted in a Five-Factor model consisting of Altruism, Courtesy, Conscientiousness, Civic Virtue and Sportsmanship. Altruism was defined by the discretionary behaviors that have the effect of helping a specific work colleague with an organizationally relevant task or problem. Conscientiousness according to Law, Wong, & Chen, (2005), consisted of behaviors that go well beyond the minimum role requirements of the organization. These behaviors indicate that employees accept and adhere to the rules, regulations, and procedures of the organization. Courtesy has been defined as

discretionary behaviors that aim at preventing work related conflicts with others this dimension is a form of helping behavior but that works to prevent problems from arising and facilitates constructive use of time. Sportsmanship has been defined as a willingness on the part of the employee that signifies the employees' tolerance of less- than –ideal organizational circumstances without complaining and blowing problems out of proportions. Organ et al, (2006) characterized Civic virtue as behaviors that indicate the employees' deep concern and active interest in the life of the organization. This dimension also encompasses positive involvement in the concerns of the organization (Dash & Pradhan, 2014).

Apart from the established types of OCB another type that is been identified is called **individual initiative** which is a form of *extra-role* wherein the individual engages in task-related behaviors at a level that is so far beyond minimally required or expected that it takes on a voluntary flavor, it might include behaviors like voluntary acts of creativity, innovation designed to improve one's task or organization's performance. Such behavior indicates that the employee is going beyond the expected duties (Podsakoff, Mackenzie, Paine &Bachrach, 2000). Podsakoff et.al (2000) also suggested many more dimensions but they later summed it to the ones proposed by Katz (1964) or Organ (1988). There are other researchers like Williams & Anderson (1991), who further dissected OCB into OCB-Individual (OCBI) which are behaviors that directly benefits individuals and indirectly assist the organization, and OCB-Organization (OCBO), that refers to the behavior which are overall advantageous to the organization. They are also considered as the dimensions of altruism and generalized compliance that were earlier described by Smith et.al (1983) in their work on OCB (Paul, Bamel, Garg, 2016). According to Podsakoff et.al. (2000) OCB is found to influence organizational performance as well as improve group performance as it helps the people to perform and work together effectively (as cited in Darsana, 2013).

Many benefits are been observed with respect to OCB. According to Podsakoff et.al (2009) & Organ et.al (2006), employees those who exhibit OCB are rated highly by their managers which may be because of their overall assessment of the employee as favourable. The other reason may also be related to work, or the managers' perception that OCB is essential for the success of the organization. Another positive effect that was observed in this relation is that those employees who receive higher ratings receive incentives and at the time of any financial crises that the organization is facing they are less likely to be made redundant (as cited in Zhang, 2011). It was also found by Organ (1988) that OCB can influence the efficiency and productivity of not only the employee but also the organization and in return contribute to the effective functioning of an organization

1.8. Work-Family Conflict

Valk & Srinivasan, (2011) stated that the characteristics and the working nature of the IT sector is such that they bring along with them different and new challenges that may affect the work-family interface, also the work in which they are assigned to a project which is time bound shows a different effect, especially when they have to work for long hours (Padhi & Pattnaik, 2014). There is also an indication that inability to manage personal and work life is one of the often cited comments in EAP provided by the various IT organizations (Hindu Business Line, 2006).

Work family conflict is a form of inter role conflict in which the role pressure from the work and family domains are mutually incompatible in some respect. That is participation in work (family) role is made more difficult by the virtue of participation in the family (work) role (Greenhaus & Beutell, 1987). Researchers suggested that work-family conflict and family-work conflict are distinct but related forms of role conflict. Work-family conflict is defined as conflict that arises due to work responsibilities interfering with family

responsibilities; family-work conflict is defined as conflict that arises due to family responsibilities interfering with work responsibilities (Greenhaus & Beutell, 1985). Netemeyer, Boles, &McMurrian (1996) discussed the importance of accurately assessing work-family and family-work conflict. They described work-family conflict as "a form of Inter role conflict in which the general demands of, time devoted to, and strain created by the job interfere with performing family-related responsibilities". Similarly, family-work conflict is described as "a form of inter role conflict in which general demands of, time devoted to, and strain created by the family interfere with performing work-related responsibilities". Work-family conflict can arise as a result of demands at work making it more difficult to accomplish tasks associated with one's family. Tasks related to family can include childcare, the care of an aging parent, household responsibilities, as well as additional responsibilities that may arise as a result of one's role within the family. Work related tasks encompass hours of paid work, and can additionally include overtime work, work related travel, and work obligations that are fulfilled at home. Work-family conflict can also be thought of as a form of conflict in which, "role pressures associated with membership in one organization are in conflict with pressures stemming from membership in other groups" (Kahn et al., 1964). From a work-family perspective, this type of conflict reflects the degree to which work demands interfere with family responsibilities. Greenhaus & Beutell (1985) have identified three types of work family conflict namely, time-based, strain-based and behavior – based conflicts. Time based conflict occurs when there are too many roles to compete within a limited time. Such type can also take two forms like physical & mental. It can also be understood when an individual is physically not present or mentally absent from the work. Another type is strain based conflict which occurs when strain or pressure from one domain is incompatible with meeting the requirements & demands from the other domain. The third type is behavior based conflict that occurs when behaviors developed in one domain are

incompatible with the role demands in the other domain, and as a result of it the individual is unable to adjust between the domains (Srivastava & Srivastava, 2012).

There are several researches that have highlighted various factors that lead to work family conflicts. The changing nature of the households with increase in the dual career families, single parent families, have been seen as the causes of work-family conflicts with difficulty in juggling both the work as well as home front effectively (Boles, Howard &Donofrio 2001). The amount of time spent at work, hours of travelling to and from work, as well as how many times the employees have to work overtime and shift work. The irregularity of work schedules and lack of control over it was also found to be causing work family conflict (Herman &Gyllstorm, 1977; Pleck et.al 1980, Burke et.al. 1980b; as cited in Greenhaus & Beutell 1985). Family related causes also are found to add to the conflicts an individual may face. It has seen that married individual as compared to unmarried individuals, employees with young children as compared to older children, joint families as compared to small families are found to be greater contributors to the work-family conflicts. Researches state that parents, especially of young children are faced with the child rearing demands, the children at that age require more parental attention, as well as individuals coming from a larger families where the male or husband is career oriented and hence less able to pay attention to their family demands, force the women to take over that responsibility and in turn be over-burdened managing both the work as well as home. Apart from family, the work as well as factors related to work may also cause conflicts which are commonly referred to as role- produced strain or strain related conflicts that arises from strain in one role affects performance in another. Ambiguity in roles, supervisors support, physical as well as psychological work demands, work environment that is ever changing all of them are work related contributors to work family conflict (Herman, Gyllstorm 1977; Beutell & Greenhaus, 1980; Burke et.al. 1980b, Greenhaus & Kopelman, 1981; Pleck et.al.1980, as cited in Beutell

& Greenhaus 1985). Ambiguity in roles indicate that the greater the conflict in work related roles more the individual experiences stress and as a result of this, the transfer of the negative effects can be seen that interferes with the family roles (Greenhaus et.al.1987, cited in Boyar, Maertz, Pearson &Keough, 2003).

1.8.1. Theories of Work-Family Conflict

Role Theory

The basis of understanding work-family conflict comes from two important theories, the Role Theory and the Role- Strain hypothesis. The concept of role is traced back to the 1900s but however it was revived and discussed more during the 1930s. The crux of the theory is that each individual has been assigned a role to perform and each of these roles determines how the same individual must behave (Horst, 2016). According to Merton, social position is a place in the social system that has been assigned with respective rights as well as obligations. Role theory basically deals with the idea that individuals act in a way that are unalike and foreseeable depending upon their social identities and situations. Roles are expected to provide with some structure, instruction, as well as some kind of a limitations which are known as expectations, which can be directly or indirectly mentioned. The role theory can be better understood by examining in what manner the roles function within the social scenarios and secondly, the influence that roles can have or influence on the role by the individual who possess the role. The theory can be seen to effectively function at the societal level as well as the organizational level. Organizational level is of more concern from the current research perspective. The role theory is influential at the organization from the perspective of designing the structure of the organization, where the important part is that of the role assigned to the employees who are an important fragment of the workplace. It is seen that the roles are assigned to the individuals based on their knowledge and expertise, which is said to be accomplished by setting the description of the job which puts a little pressure on the

person by limiting them in their behaviors and also through making the relationships that define the structure in the organization clear.

Role Strain Theory

The Role Strain Theory was developed by Goode (1960) which stated that society is made up of role relationships and of methods that involve both the social structure and social actions that comes in the form of role strain. Role strain is an experience an individual has due to difficulty in completing their social or role duties. Goode stated that role relationships are as a result of the role bargains that are constantly going on and individuals then choose other alternative roles where they can reduce their role strain. The theory states that the institutions that are mentioned has many roles associated with them, which connects behaviors in the form of social behaviour and the social structures. There are different sources of role strain, roles demands that are easier and not displeasing are expected at different times, every individual will have to perform different role relationships that has different requirements like conflicting ones or contradictory ones. Similarly, these role relationships require the individual to perform many other tasks also which might be inconsistent and different. The individuals also perform certain role relationships as a result of their social positions that they have. All these sources of role strain state that individual have many roles to play at a given time and space and fulfilment of one and not the other would lead to the experience of strain (Goode, 1960).

The role theory as well as the role strain theory helps us to understand the fact that individuals are imposed with a lot of pressure from the social institutions in which they thrive, in order to accomplish their tasks, they need to perform their multiple roles effectively which however may not be completely satisfactory as they may invest more in one role than the other, this conflicting experience may lead to role strain and further conflicts which

however, is considered to be normal. Apart from these theories, there is border theory and spill over theory which has been mentioned earlier in context of work-life balance also helps to understand the difficulty one experiences managing one aspect of their lives over the other and gives a glimpse on the concept of work-family conflicts.

The following section highlights the various consequences that occurs due to the experience of work-family conflict.

1.8.2. Effects of Work-Family Conflict

The inability of an individual to fulfil work demands that are obstructed by family demands and vice versa leads to work family conflict. It is a bi-directional relationship. This further leads to many other outcomes. There have been many views regarding the positive relationship WFC has with many work related variables like job satisfaction, absenteeism, stress, and other behavioural outcomes.

Researches focused on the spill over effect that is also seen in terms of mood spill over from family to work and work to family especially in case of women (Williams & Alliger, 1994). There have been studies that have also focused on the positive relationship between WFC and alcohol abuse. With greater stress at work and the inability to manage both the work and family effectively led many individuals to take the comfort of alcohol. However, no gender differences were found indicating that both males and females used alcohol to reduce the stress that was caused due to conflicts. However, a study done by Bromet, Dew & Parkinson (1990), though have their limitations found that women as compared to males were more bound to use alcohol (Frone, Russell & Cooper, 1993).

Work family conflict also leads to greater dissatisfaction at work or home. This dissatisfaction can be as a result of the struggle to cope and meet the responsibilities either at

work or home that are compromised due the interference of the other. At the same time too much of conflicts can also affect an individuals' overall well-being, when explored it was found that too much time when spent at work can increase fatigue, irritability and other strains that can easily spill over to the family front (Parasuraman& Simmers, 2001).

Relationship among the organizational values and behaviour parameters have been talked about and researched earlier. However, the following section talks about those researches. Across a lot of studies that have been viewed on organizational values, work life balance and OCB, many of them have reflected the importance of organizational values in influencing the employees to perform many behaviors. A look on these researches gives an overview of how the nature of work, gender, and perception of organizations values and their fairness will influence an individual's effectiveness as well as their overall performance.

1.9. Review of Literature

The various studies that have been reviewed have shed light on the relationship between the different organizational ethical values and the related outcome variables like citizenship behavior and their work-family conflict. The section that follows gives us a varied understanding of their relationship.

1.9.1.Opportunity to Balance Work and Family & Information Technology

Work life balance is a topic of concern for many organizations. A lot of efforts though are being made to make sure the employees feel at ease at work place and hence invest more quality at work. Bharathi, Mala & Bhattacharya (2015), found that most of the women especially working in the IT industry found difficulty in balancing work and their personal life. They identified the challenges that women usually felt were the odd working hours, the time to travel for work, and also felt guilty of not being able to devote quality time at home front. This was also seen in Kumari& Devi's (2015) study which focused on different sectors,

they found that around 5.8% of their total respondent agreed that they were unable to balance their work life. Further analysis showed that women were highly satisfied in the Banking sector, but women in the IT sector were least satisfied. Such types of outcomes are not only seen in IT but also in other areas it has been found that work life balance does play an important role. Even in a study by Noor (2011) on work life balance and intention to leave among teachers also found similar results, there was negative correlation between work life balance and intention to leave. The more the employees were satisfied the less they have the intention to leave. They also found that organizational commitment significantly but partially correlated to work life balance. James and Sudha (2015), concluded that employees found it difficult to manage and take care of their family, spend quality time with them and that in turn led to increased levels of stress. When employees worked in shifts they found it difficult to manage both work and family, they found significant relationship between employees especially working in night shifts with that of their relationships with their spouses and their children.

Maran & Usha (2014) also concluded the same in their study on work life balance among women employees in IT industry. They also found that women on a larger scope were facing difficulty in balancing work and family at the same time. Adding to the list of researches that conclude that employees have difficulty in balancing work as well as home is that of Jnaneswar (2016), who observed a negative correlation between work life balance and turnover intention, wherein if an individual is able to balance life and work then they are less likely to leave the organization. The study also showed that in all there is moderate level of work life balance among IT professionals. Further researches indicate that when compared, males and females differed in their degree of work life balance in the IT companies. Given the nature of work especially in the call centres that are highly technology driven, employees from different shifts however, didn't differ in their perception of WLB (Agarwal, 2014).

Some suggestions are put forth by Susi & Jawaharrani (2011) in their review found that work life balance & employee engagement are the top most criteria for a highly performing organizations and the reason for the employees to be attracted and retained in the organization. They also suggested that the effective work life balance policies and practices should be as a result of workplace culture and supervisor support of employees' efforts to balance work and family responsibilities. Along with this what Swan and Cooper, (2005); Worrall and Cooper,(1999), observed was that the best way of reducing sickness levels among working parents in managerial and professional roles would be to reduce working hours and to offer men and women more opportunities to work flexibly. Other suggestions given were in terms of work family initiatives like flexi work, need based leaves, job sharing centers for child care at work, work from home and so on (Buddhapriya, 2005).

According to Kanwar , Singh, Kodwani (2009) organizations strive to augment job satisfaction in the workforce for it is conducive to lower employee turnover, higher engagement and greater productivity. Their study examined the impact of work life balance and burnout on job satisfaction in the context of the Information Technology (IT) and IT Enabled Services (ITES) industries. Burnout is measured through three dimensions, i.e., meaninglessness, de-motivation, and exhaustion. The findings reveal that while work-life balance and job satisfaction were positively related to each other, de-motivation, exhaustion and meaninglessness were negatively related to job satisfaction. Further, findings showed that the IT group had lower work-life balance and job satisfaction, while it had higher meaninglessness, de-motivation and exhaustion compared to the ITES group. Based on the observation and interview data Marks & Huzzard (2008), studied the idea of attractive workplaces in the specific context of creative professional employment and they found that creative needs were important component for attractive workplaces, but they also found that also important were extrinsic rewards of an acceptable work life balance. The research

findings do state that there is a need to have a balanced work life which is essential for effective functioning of employees.

Saima & Zohair (2016) in their study came to the conclusion that personal and work factors played a very important role in work life balance. They highlighted factors like management policies, work arrangements, family support, health & cultural factors, work hours, managerial support and so on. Similar outcomes were found by Chandel & Kaur (2015), where they factor analysed twelve contributors to effective work life balance. They were grouped as *better industrial relations*, *health promoting activities*, eco-friendly environment, housing and child care facilities which they labelled as *employee welfare activities*, *safety and security* concerns, *Satisfaction with personal life* and *performance appraisal system*, *scope for advancement* and *job satisfaction, monetary incentives, social relationships, recruitment and grievance redressal system and lastly decision making.* All these factors they found when are provided by organization lead to effective performance and provides work life harmony, satisfaction and improved performance. Mittal, Singh, & Sharma (2017), have highlighted the negative outcomes to work-life imbalance, the study found that employees in the service sector experienced a greater degree of imbalance, as well as reported to have higher stress in their lives.

Other factors that contribute to work-life balance are perceived job flexibility, employees who perceive that they are provided with flexibility in time and location are better able to balance their work and family and also are able to work for long hours. It was proposed that flexitime may contribute to quality time at work and family both as it may reduce the stress that is associated with long work hours as well as long hours of commute (Hill, Hawkins, Ferris & Weitzman, 2001).

1.9.2. Opportunity to Balance work and Family and Organizational Citizenship Behavior

Lambert (2000) in her study found that added benefits of work- life benefits when provided by the organization are perceived positively and as a result there was an increase in the frequency of helping behaviour. Pradhan, Jena &Kumari (2016), in their study on MNC employees also found similar results. They found significant effects of work –life balance and citizenship behaviour, with the mediating effect of organizational commitment on citizenship behaviour. Similar work has been done by Muse, Harris, Giles & Field (2008), who based their research on social exchange and Gouldner's (1960) norm of reciprocity, found that providing work-life benefits to the employees that they use and value bring about positive commitment which in turn mediates pro-social behaviours. Their study also found that positive influences of these benefits are seen throughout the employment and also that along with this the culture too needs to be supportive. In another study on work-life balance and organizational commitment it was seen that both the variables had a significant relationship however the strength was little weak (Gulbahar, Ali, Kundi& Qureshi, 2014). When work-life balance was studied with other variables like commitment it was seen that they both had a significant impact on the employees' citizenship behaviour even when balance and commitment were not related (Jha& Sharma, 2016). Prasetio, Yuniarsih & Ahman (2017) studied perceived work-life interface and OCB and also found similar results that indicated that positive as well as negative aspects of work-family interface in terms of balance as well as conflict had a direct impact on the employees' citizenship behaviour. Work-life balance was studied using SEM model by Singh & Amanjot (2013) they found that employees in the education and banking sector when were able to balance both work and family showed higher levels of OCB and reduced intention to leave. Chaturvedi & Saxena (2017) also found that there was a significant relationship between quality of life and two dimensions of citizenship behaviour i.e. altruism and conscientiousness. Poohongthong, Surat and Sutipan (2014)

conducted a study on ethical leadership, work-life balance, organizational citizenship behaviour and organizational socialization of the teachers and found that there exist a significant positive relationship between work-life balance, socialization and citizenship behaviour. These outcomes were also noted by Noor (2009), where work-life balance was positively related to OCB.

Work-life balance has also been studied in the form of the benefits that the organization provides to the employees. If the employee feel the usefulness of the benefits there is higher likelihood of citizenship behaviour (Lambert, 2000)

1.9.3. Organizational Justice and Organizational Citizenship Behavior

Peterson (2004) found that the relationship between corporate citizenship and organizational commitment was stronger among employees who believe highly in the importance of the social responsibility of businesses. The results revealed that theemployees perception of ethical measure of corporate citizenship strongly predicted the organizational commitment more than the financial, legal, and flexible measures and that the discretionary measure was more strongly related with organizational commitment among female employees.

In another study related to OCB and perception of organizational justice by Giap, Hackermeier, Jiao &Wagdarikar (2005), found that the positive perception of organizational justice was a predictor of OCB, however they also found that the demographic variables like age, language and study program had less influence on someone's workplace behavior & their perception of equality or equity (Kaur, 2011). Again, when studied OCB and Organizational justice among employees in private & public sector bank found that employees having 10 -15 years & more than 15 years of experience had more positive perception of organizational justice, than employees with less than 5 years of experience.

However, no difference was found in the employees from private or public banks as well as female employees had more positive perception of organizational Citizenship behavior than the male employees. A different take on OCB has been studied by Mohant (2012) who aimed at evaluating the extent of impact Organizational Culture can have on Organizational Citizenship Behaviours of the employees working in three different sectors i.e. Banking, Information Technology and the Manufacturing. Their results indicated that culture if nurtured can inculcate citizenship behaviors in employees within the Organization. It can be hence speculated that strengthening the cultural roots of an Organization can lead to observance of Citizenship Behavior across all sectors in a given Organization. Their results provided support for the notion that Organizational Culture within certain framework can potentially shape the Citizenship Behaviors of the employees in an Organization.

It is also seen that reducing job stress, existing organizational justice and the group oriented organizational culture and also staff characteristics the same as personality, control focus, etc. can have an effective role on the incidence rate of Organizational Citizenship Behavior,(Sohrabi, Zadeh, Bastani, Ravangard,2011). So attention to each of these dimensions and key factors and attempts for amplifying and supporting them by managers can develop these behaviors and lead to functional improvement in the organizations. It has also been found that the leadership styles like whether the leader has Transactional or Transformational style of leadership will show some effect on the individuals OCB. An increase in active management by exception and inspiration led to an increase in the employees OCB (Angeline &Sudha, 2014).

Perceived justice in terms of procedures and outcomes was found to be positively related to citizenship behaviour even among the health sector. It was seen that when a justice was perceived by the nurses by distributing benefits and rewards led to the development of

sense of loyalty as well as obedience in them. The study further elaborated that justice was also associated with organizational identity that in return influenced the employees to show citizenship behaviour (Azizollah, Hajipour, Mahdi, 2014). Similarly in organizations OCBs are seen as a result of reciprocity and exchange, wherein if the organization creates and promotes a work culture that supports the norm of reciprocity it will influence the frequency of OCBs that is if the employees receive help from the co-workers then they too are likely to help in return (Deckop, Cirka, &Andersson, 2003).

Relationship between Justice and OCB is also seen in a different context of equity sensitivity. Blakely, Andrews & Moorman (2005) found in their study that equity sensitivity mediated between justice and OCB implying that perception of justice increases the overall level of OCB but also indicated that when the working environment is fair then that affects the employees' OCBs. They found that in their study, the benevolents were the ones who performed higher OCBs even when they were under rewarded as well as when justice was low, but at the same time entitleds performed surprisingly high OCB when the justice was high.

1.9.4. Gender and Organizational Citizenship Behavior and Information Technology

Gender differences have been reported in OCB of the employees. Farrell, Sarah, and Finkelstein (2007) suggest that women are more likely to participate in the helping dimension of organizational citizenship behavior (OCB) whereas men are more likely to participate in the civic virtue dimension. Their results indicated that OCBs in general were expected more of women than of men. However it was seen that under some situations OCB-civic virtue behaviors were expected more of men. Additionally, participants were more likely to attribute men's OCB than women's OCB to impression management motives. This notion was also

supported by Giap, Hackermeier, Jiao &Wagdarikar (2005) who also found that females had more positive perception of OCB as compared to males.

Natarajan & Nagar (2011) conducted a study to examine if the job seekers go beyond hygiene factors & evaluate motivators before making a job choice decision. They found that the 72 participants not only gave importance to pay, service conditions and such similar factors but also gave importance to evaluate other factors called as Motivators. It was evident in their study that out of 16 values 15 were perceived to be important by the job seekers which were also highly promoted by the organizations. Cropanzano, Bowen, and Gilliland (2007), suggested that organizational Justice should become an integral values of the management practices. McFarlin and Sweeny (1992) found that positive justice perceptions could be linked to important individual as well as organizational outcomes (Mathur & Padmakumari, 2013). Kumar (2001); Upadhya (2006); Shanker (2008) stated that many factors have contributed to an increase in the number of women employees in the male dominated IT industry. However, the attraction towards white collar job along with high salary, attractive incentives, better opportunities globally, gender-neutral policy based on knowledge- centric skills possession, flexible work routines has been the main reasons for such changes (cited by Bhattarcharya & Ghosh, 2012).Ahuja (2002) found Gender differences in IT careers appear to be affecting the competitiveness of companies globally. It is suggested considering the shortage of employees in the IT industry, it has become more important than ever to reduce sources of leakage in the IT career paths of women. A model of barriers faced by women in the field of information technology where three career stages in their lives that is of career choices, persistence and advancement were analysed. At each stage, the effects of social and structural factors which may act as barriers are identified and discussed such as social expectations, work-family conflict and informal networks, while the structural factors

are occupational culture, lack of role models and mentors, demographic composition and institutional structures.

The secondary literature based on empirical study on women workforce in IT sector reveals that this sector has undoubtedly enhanced the social mobility and high work participation of women employees in catching up with the direct opportunities provided by IT. It has further enhanced the financial autonomy and bargaining capacity in the household decision-making process for the women. The individualizing capacity practiced in the workplace helped in redefining traditional gender norms. Women working in IT have moreover, enhanced the "symbolic capital" that increases their social status in the marriage market as potential brides by re-defining feminity (Bhattacharyya & Ghosh, 2012).

A lot of initiatives are also taken by major companies to increase the number of women IT professionals. There are approximately one million women in Indian IT industry which is seeing rapid increase. Microsoft India has launched Women in Tech Initiative to increase and enable Indian girls and women find suitable careers in IT and accelerate their growth (Indian Express, August, 2014). The growing importance and hype regarding IT has changed the family earner scenario by having both the partners earning and not just a man being the only bread earner. Trends have changed over the years wherein even women are allowed to make their own careers have their financial independence and have a life except of just being a housewife (Clark &Shekher, 2007).

According to Trauth (2006) a fundamental consideration when attempting to understand the complex factors leading to the under representation of women in IT is the choice and use of theory. Theories about women and their relationships to information technology and the IT profession guide the conceptualization of the research problem, the methods of data collection, the basis for analysis, and the conclusions that are drawn.

However, a criticism of gender and IT research is that the topic of gender and IT is currently under theorized (Adam, Howcroft, & Richardson, 2001, 2004).

1.9.5. Corporate Social Responsibility at the Workplace

Corporate Social Responsibility can be defined as a company's vow to operate in an financially, socially and environmentally supportable manner while identifying the interests of their stakeholders like their customers, investors, their workers, business partners and their environment and society in general (Srivastava and Kumari, 2010, pg.211).

According to a survey conducted it has been found that the managers especially of a large corporation take the responsibility for establishing social policies for the corporation. Holmes (1976) also showed the changing trends wherein there is greater acceptance of social responsibilities. Similarly, in another study by Gill & Leinbach (1983), who studied 83 companies in Hong Kong, also found that there was acceptance and felt need to take up corporate social responsibilities, even under their political scenario that was not so favouring (Ramakrishnan & Reshma, 2010).

In a combined study done by TNS India & Times Foundation (2008), revealed that over 90 percent of major corporate surveyed were involved in some form of CSR initiatives. Comparatively private sectors were more involved than public & governmental bodies. They found that the initiatives were directed towards education, health, environment & women empowerment.

According to Aggerholm, Andersen, Thomsen, (2011), when organizations adapt strategies for sustainable development (including CSR), it affects how to approach stakeholder relations and organizational processes, including the employee-employer relationship and employer branding processes. Their study suggested and discussed a new conceptualization of employer branding, which appreciates co-creation and employer-

employee dialogue as strategic processes for supporting sustainable organizational development.

According to Biswas, Allard, Pousette and Härenstam (2017) it was seen that CSR reveals the values of the concerned organization. It reflects the values of the organization and creates a positive image of the company in ways that other factors don't do. They also state that the perceptions, behaviour and approach of the employees are also shaped by the presence of CSR in their organizations.

Cavazotte & Chang (2016), in their study on internal CSR also found that it has a positive and significant relationship with the financial performance of the organization. They also stated that when the company invests for the employee in terms of their education, future plans like retirement, their health and also profit sharing, they seem to have medium and long term effects.

The effects of CSR are seen not only in the corporate sectors but also in banking sectors, where corporate social responsibility is found to have positive impact on the banks performance based on the retention of the customer. Their study also reveals the fact that CSR activities that are visible to the customers lead to increased retention of the customer and also improving the image of the bank (Okwemba, Chitiavi, Egessa, Douglas, &Musiega, 2014).

1.9.6. Work- Family Conflict and Information Technology

The area of work-family conflict has been widely studied by many researchers. Many organizations especially IT sector, experience long work hours and job demands that put the employee under pressure as they are to perform at work place as well as balance the personal lives too.

As Messersmith (2007) has stated in his study on work-family conflict in IT profession, these employees are faced with the ever changing technology and the work demands, and long work hours they are likely to experience a greater burnout and work-family conflicts compared to their colleagues in other departments. His study highlights on the need to look into the area of management of work-family conflicts that the employees experience and areas of change that needs to be considered.

It has been seen that work-family conflict acts as one of the contributors to work exhaustion that the employees experience which in turn affects their commitment towards their organization. The researchers found that work-family conflicts that the IT employees experienced drained their energy leading too exhaustion, which somewhere affected their work outcomes. However, they claim that the commitment gets affected due to perceived unfairness of rewards (Ahuja, Chudoba, Kacmar, McKnight, & George, 2007).

Similar Byron (2005), found through his meta-analytic study that work and family related factors can have negative effects on work as well as family lives. He found that the demographic variables like gender and income did not have a strong relationship with work-family conflict indicating that both the genders experienced the conflicts in the same manner.

Another study on married women professionals indicated that the women experienced moderate level of work-family conflicts who were in dual careers families. The study particularly tried to study three types of conflicts that is job-spouse, job-parent and job-homemaker. Each type of work-family conflict showed a moderate amount of variance in the work-outcomes; however, the researcher found that task-characteristics predicted job-parent conflict. Women experienced the strain and conflicts also due to the cultural setup of the country (Aryee, 1992).

Dinger, Thatcher, &Stepina (2010), studied work-family conflicts among IT professionals in terms of job characteristics, individual differences, and perception of the employer. They found that job or skill variety are assumed to be the factors under job characteristics that led to work-family conflicts. They also found that employees those who felt that their organization is involved in serving the society at large, invested more efforts at work and so experienced conflicts at home, employees reporting higher work ethic in their study also reported greater work-family conflicts.

However, there are studies that depict a different picture of work-family conflict. Sumner (2008) found that the means of different measures of work-family conflict showed average levels of conflicts indicating that IT professionals did not experience high level of stress that would lead to work-family conflict. This outcomes contradicts the previous other researches that concluded that IT professionals experience work-family conflicts.

1.10.Rationale

The past two decades have witnessed the sudden growth of the Information and Technology industry in India. The globalization craze that swept the world has been a biggest boon to the Indian markets. With new markets coming in, new businesses being establishing and multinational companies setting up their base in the country has led to drastic change in the work culture of India. More and more people getting the jobs and a sudden rise in the demands for IT professionals. This change made India the new IT hub of the world. As a result of this, the demands for them have also increased. IT industry has become a backbone of major industries and as a result of this they experience a lot of pressure to cope with the ever increasing demands. Due to competition and globalization, the employees are expected to fulfil the demands and pressures from the organization. The IT industry is found to be the most attractive sector due to good pay and perks that are offered to the professionals but at

the same time it also has loopholes. As the work cultures changed, the work timings increased, pressures to complete the deadlines increased, taking care of the overseas business required change in working hours leading to extra work time. All these factors had a great impetus on the performance of the employee. It thus, becomes important to focus on how the employees cope and deal with such changes in work cultures, it is also important to discuss and understand more about these concerns

The researches that have been reviewed have found that due to the long work hours, and the pressures that are associated with it have led negative outcomes. It has been seen in earlier times that the boundary between work and family had been very clear, but with the emergence of IT the boundaries have been blurred and the intrusion of work into the personal lives of the employees have risen. Also, the gradual increase of the women participation in the workforce have changed the scenarios at the home front, leading to issues related to work-life balance and conflicts, and overall stress among the employees. In a study it was reported that approximately 19 per cent of employees operate for 24 hours a day, 7 days a week with around one in eight employees work on weekends too. It was also noticed that around 11 per cent of employees' weekly work hours exceed more than 60 hours or more especially in professional and managerial jobs. Employees' with children were found to work for more hours in a week compared to others. (Source: Orange 2006; as cited in Vyas & Srivastava, 2015). The fore mentioned percentage show a surprising fact that how the work culture has changed from limited working hours to increased hours, even employees in some cases are forced to take work back home reducing the family time for them. The above statistics also confirm the fact that technology even though has been an advantage for the growth of the nation, at an individual level it has been a disadvantage as it crosses the work-family boundaries. Due to all these factors, employees especially women experience work-family imbalance, and work-family conflicts. Long working hours, the travel time, plus the

work pressures have some where increased the levels of stress among the employees, adding to this is the lack of opportunity that these IT professionals have to socialize.

The stress and strain along with the changed lifestyle and work cultures where individuals don't have time for personal lives, they spending more and more hours at the work and away from their families affects them. The role of the organization here, becomes extremely important, how much efforts they are willing to make for the betterment of their employee. As the organizations are competing for the profits, and attracting the best talent in the country, and the previously mentioned factors, the turnover rate in IT sector is high. Hence, organizational values and ethics play a very crucial role in employees' performance. It has also been seen in few researches that organizations' having ethical values are found to be more attractive to prospective employee as well as the existing one (Biswas, Allard, Pousette, Härenstam, 2017). MajorityIT professionals spend most of their time at the work place away from their home and their families thus it is proposed that if the organizations promote values like work life balance, citizenship behavior, justice maybe employees will be encouraged to continue with the organization in spite of the high job demands and long work hours. It may also get reflected in their work place behaviors, levels of work family conflict, and work engagement. It is presumed that the employees' perception of organizational ethics and values will have different impact on employee related behavior like organizational citizenship behavior and work life balance, and their intention to leave. Also since it is an observed change that the gender proposition in IT is also changing, one of the objectives was to also understand the gender difference in the perception of the work values, and their understanding of organizational justice. With more and more women coming in to this arena how different is womens' perceived work life balance as compared to the men, as well as their demonstration of citizenship behavior.

The aim of the present study was to understand how organizational values and ethics influences work as well as family life of IT professionals. The study also helped to

understand whether organizational values and ethics increase or decrease the risk of work life imbalance and work family conflict as well as to explore the relation between values and ethics and work engagement. With the world changing rapidly leading to uncertainty, and challenges, the role of the organization also plays very important role. The organization's culture and the management come into play and matters the most to the employee that helps them to retain and continue in the same organization. The organizations effort to retain the employee and attract the best talent stands out in the form of organizational ethical values. As was seen in Marks & Huzzard's (2008) study, that the idea of attractive workplaces in the specific context of creative professional employment, they found that creative needs were important component for attractive workplaces, but they also found that also important were extrinsic rewards of an acceptable work life balance.

On the backdrop of this literature review the following section deals with the various objectives and hypotheses that are formulated which will help to gain a better understanding of the organizational values and how they influence the employees work behavior.

1.11. Objectives

1. To understand the employees perception of the organization's ethical values in IT sector.

2. To investigate whether the degree of organizational citizenship behavior displayed by the employees is related to the perception of organization's ethical values.

3. To find out whether gender differences exist in the perception of organizational values and their work-life conflict as well as their citizenship behavior.

4. To find out whether the length of experience of the employee affects their perception of the organizational values, citizenship behaviour as well as their work- family conflicts.

5. To explore whether the level of designations of the employee affects their perception of the organizational values, their citizenship behaviour as well as their work- family conflicts.

6. To find out whether the marital status of the employees affects their perception of the organizational values, their citizenship behaviour as well as their work- family conflicts.

7. To find out whether employees with younger children and family members needing daily care differ in their citizenship behaviour as well as their work-family conflict.

8. To study the relationship between the employees' perception of opportunity to balance work and family and work-family conflict among the employees of IT sector.

9. To find out how employees perception of organizations ethical values affect employees' their citizenship behaviour and their work-family conflict.

10. To explore the factors which sustain the interest of the employees' to continue with the organization in spite of high work stress and long working hours by using semi-structured qualitative interviews. The above objectives for the research has been converted to testable hypotheses as follows.

1.12. Hypotheses

H1.There will be no significant difference among the employees of different age groups across

       H1a. Their perception of organizational ethical values.

       H1b. Their levels of citizenship behavior.

       H1c. Their work-family conflict.

  H2. There will be a significant difference among males & females across

       H2a. Their perception of organizational ethical values

       H2b. The levels of citizenship behavior**.**

       H2c. The levels of work-family conflict.

H3a. There will be a significant effect of interaction of age and gender on the employees' level of organizational citizenship behaviour

H3b. There will be a significant effect of interaction of age and gender on the employees' work-family conflict.

H4.There will be a significant difference among employees with different levels of designation across

      H4a. Their perception of organizational ethical values.

      H4b. Their levels of citizenship behavior.

      H4c. Their work-family conflict.

H5. There will be a significant difference among the Employees' with different levels of work experience across

      H5a. Their perception of organizational ethical values.

      H5b. Their levels of citizenship behavior.

      H5c. Levels of work-family conflict

H6. There will be no significant difference between the employees with different marital status

      H6a. In the perceptions of gender equality.

      H6b. In the perception of opportunity to combine work and family.

      H6c. In the levels of citizenship behavior

H7. Employees' with young children and elder members in the family needing daily care will experience significantly greater levels of work-family conflict as compared to their counterparts with no or older children.

H8. There will be a significant positive relationship between employees' perception of opportunities provided by the organization to balance work and family and their citizenship behavior.

H9. There will be a significant negative relationship between employees' perception of opportunities provided by the organization to balance work and family and their work-family conflict.

H10. There will be a significant relationship between perception of gender equality and organizational citizenship behaviour of employees.

H11. There will be a significant negative relationship between perception of gender equality and the work-family conflict of the employee.

H12. There will be a significant relationship between perceptions of corporate social responsibility with employees' work behaviors.

> **H12a**.Internal corporate social responsibility will have a significant positive relationship with the employees' citizenship behavior.
>
> **H12b**. External CSR will have a significant relationship with employees' citizenship behavior.

H13. There will be significant relationship between corporate social responsibility and employees' work family conflicts.

> **H13a.** There will be a significant negative relationship between internal corporate social responsibility with the employees' work- family conflict.
>
> **H13b**. There will be a significant negative relationship between external CSR and employees' work-family conflict.

H14. There will be a significant relationship between employees' perception of their organizational justice and their work behaviors.

H14a. There will be a significant positive relationship between employees' perception of distributive justice and the organizational citizenship behaviour.

H14b. There will be a significant positive relationship between employees' perception of procedural justice and the organizational citizenship behaviour.

H14c.There will be a significant positive relationship between employees' perception of interactional justice and the organizational citizenship behaviour.

H15. There will be significant relationship between the perception of organizational justice and employees' work-family conflict.

H15a. There will be a significant negative relationship between employees' perception of distributive justice and their work-family conflict.

H15b.There will be a significant negative relationship between employees' perception of procedural justice and their work-family conflict.

H15c.There will be a significant negative relationship between employees' perception of interactional justice and their work-family conflict.

H16. Employees' perception of the organizational values will significantly predict their work behaviors

H16a. Employees' perception of opportunities provided by the organization to balance work and family will positively predict their citizenship behavior.

H16b. Employees' perception of gender equality will positively predict citizenship behavior.

H16c. Perception of organizational justice (distributive, procedural and interactional) will positively predict the employees' citizenship behavior.

H16d.Employees' perception of corporate social responsibility will significantly predict their citizenship behaviour.

H17. Employees' perception of the organizational values will significantly predict their work-family conflicts.

> **H17a**. Employees' perception of opportunities provided by the organization to balance work and family will negatively predict work-family conflict

> **H17b**. Employees' perception of gender equality will negatively predict their work-family conflict.

> **H17c.** Perception of organizational justice (distributive, procedural and interactional) will negatively predict their work- family conflict.

> **H17d.** Employees' perception of the organizations corporate social responsibility will significantly predict their work-family conflict.